

# State Agencies Progress in Meeting Performance Criteria

December 2006

## Defining a MANAGEMENT FRAMEWORK for all state agencies

The legislature passed HB 1970 in 2005, requiring all agencies to establish a quality management, accountability and performance system. The legislation outlines the following elements of a performance system:

1. Strategic business planning that includes engaging stakeholders and customers
2. Clear and relevant performance measures
3. Collecting and analyzing performance data
4. Evaluating and improving program performance
5. Performance goals for employees
6. Quarterly performance reports
7. Regular problem-solving sessions to address gaps in performance

The legislation also calls for agencies to assess their performance system annually, and for the Governor to report to citizens annually.

## What's been accomplished so far?

- ☑ The Governor issued an Executive Order for Government Management Accountability and Performance ("GMAP") and has widely distributed her expectations for the Management Framework [www.gmap.wa.gov/framework](http://www.gmap.wa.gov/framework)
- ☑ Agencies submit performance progress reports to OFM quarterly. These are available on-line at <http://www.ofm.wa.gov/budget/manage/perfrept/0507/>
- ☑ The Governor and her senior staff hold regular performance review sessions to monitor progress toward achieving results. These sessions are organized around policy areas (Economic Vitality, Vulnerable Children and Adults, Health Care, etc.) and usually involve multiple agency directors reporting together. The schedule and reports from these sessions are available on line at [www.gmap.wa.gov](http://www.gmap.wa.gov)
- ☑ The Governor's office has provided agencies with a tool for agency assessment, along with technical support and a deadline of September 30.
- ☑ The Governor's Office, Department of Personnel (DOP) and the Washington State Quality Award (WSQA) work collaboratively to offer a series of training courses, seminars and executive briefings. [www.dop.wa.gov/Employees/TrainingAndDevelopment](http://www.dop.wa.gov/Employees/TrainingAndDevelopment)
- ☑ The Governor issued her first annual report to citizens, Holding Government Accountable, in October. [www.gmap.wa.gov/citizenreport](http://www.gmap.wa.gov/citizenreport)

## What is an EXTERNAL ASSESSMENT?

An agency assessment is a rigorous, objective, external view of an agency's approach and implementation of performance management. There are several certification processes such as Washington State Quality Award (WSQA), the national Baldrige award and some professional accreditation processes that provide similar assessments. HB 1970 requires agencies to apply for an independent, external assessment of their management systems every three years, beginning in 2008.

## What is WSQA?

Washington State Quality Award (WSQA) is a non-profit organization modeled after the national Malcolm Baldrige award. The organization offers assessments, training and support to organizations seeking to improve their management and achieve better results. WSQA also makes awards to private, public sector and non-profit organizations that have applied the principles and demonstrated measurable sustained improvement in multiple areas. WSQA received \$50,000 in the 2005-07 operating budget to assist in developing their capacity and to train more examiners to assist state agencies.

## What does an application for WSQA assessment entail?

The current cost of an assessment through WSQA is \$300. Assessments are provided by volunteer examiners trained by WSQA. It is estimated to take between 300 and 350 staff hours for the agency to complete the application materials (30 pages maximum). The application for an assessment includes an organizational description, as well as the answers to a series of questions related to agency results and their management and organizational systems. Application for an award is a significantly more involved process.

## What were the results of agency self assessments in 2006?

Completed Agency Assessments as of November 30, 2006:		
<i>Agencies by Category</i>	<i>Possible</i>	<i>Completed</i>
Executive Cabinet	29	25 (86%)
Small Cabinet	36	16 (44%)
Elected	9	2 (22%)
Higher Ed	6	1 (16%)
Colleges and Trades	33	0 (0%)
<b>Which areas need improvement?</b>	<b># of agencies</b>	<b>Priority Level</b>
Improve Processes to get better results	19	1
Communicate Results and Listen to Customers	19	1
Manage Our People	14	2
Analyze data	14	2
Allocate Resources	11	3
Respond: make decisions and take action	10	4
Create a Strategic Plan	3	5

## What happens next?

The Governor's office is calling agencies that did not complete the self assessment and identifying new channels of communication with education agencies. Agencies who completed the self-assessment have identified specific steps to improve the three areas where they scored lowest, and the Governor's GMAP Office will focus technical assistance on the priority areas (process improvement and communicating with customers). Agencies are preparing to apply for assessment (Department of Veterans Affairs has already applied) in 2008. Agencies who receive assessments early will be asked to participate in presentations around the state to share "how-to" with peer agencies. Workshops for small agencies have been very well received and will continue to build their capacity in performance management.

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